



San Francisco
Department of Public Health

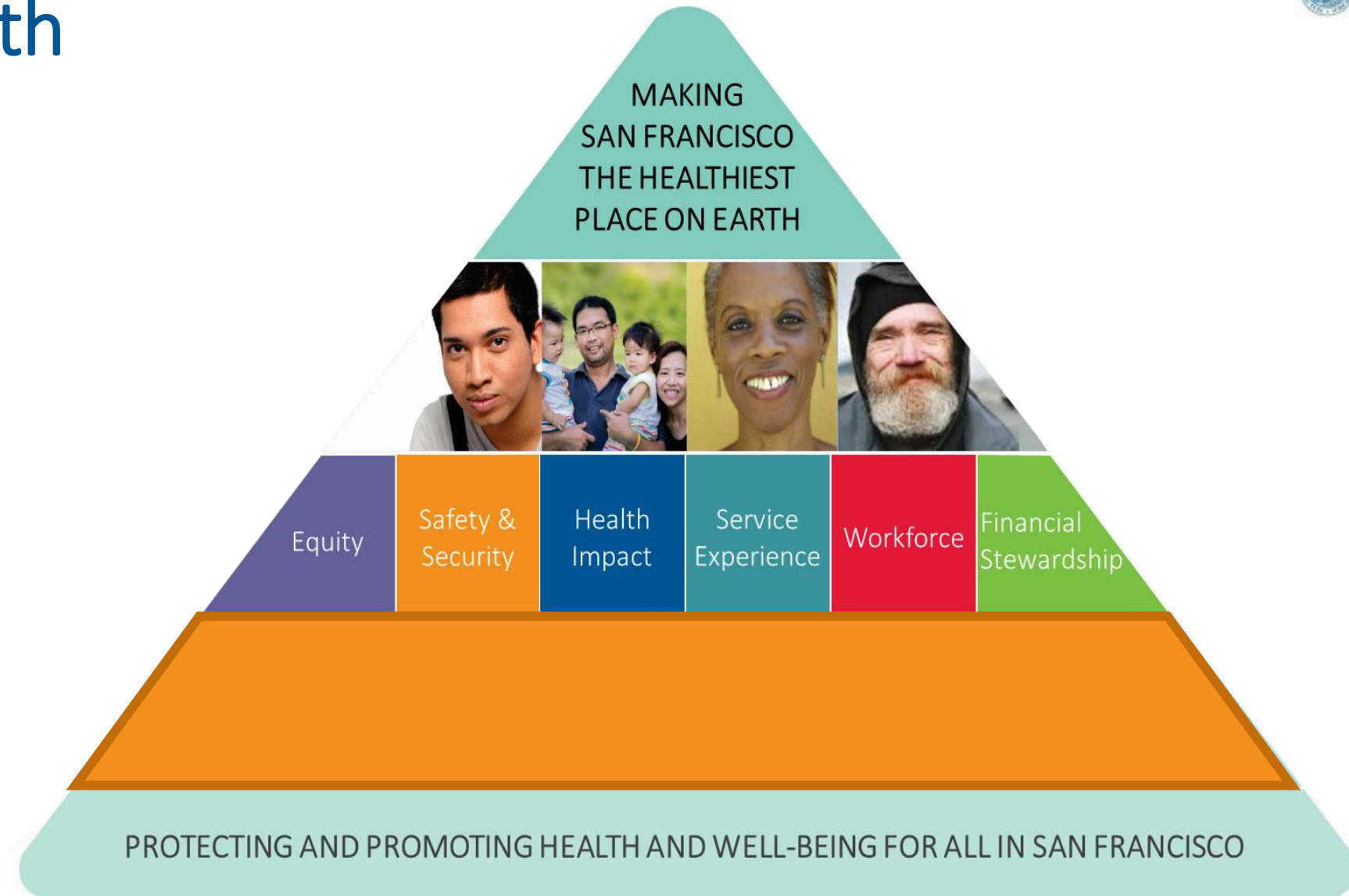
Lean Updates

6/7/2022

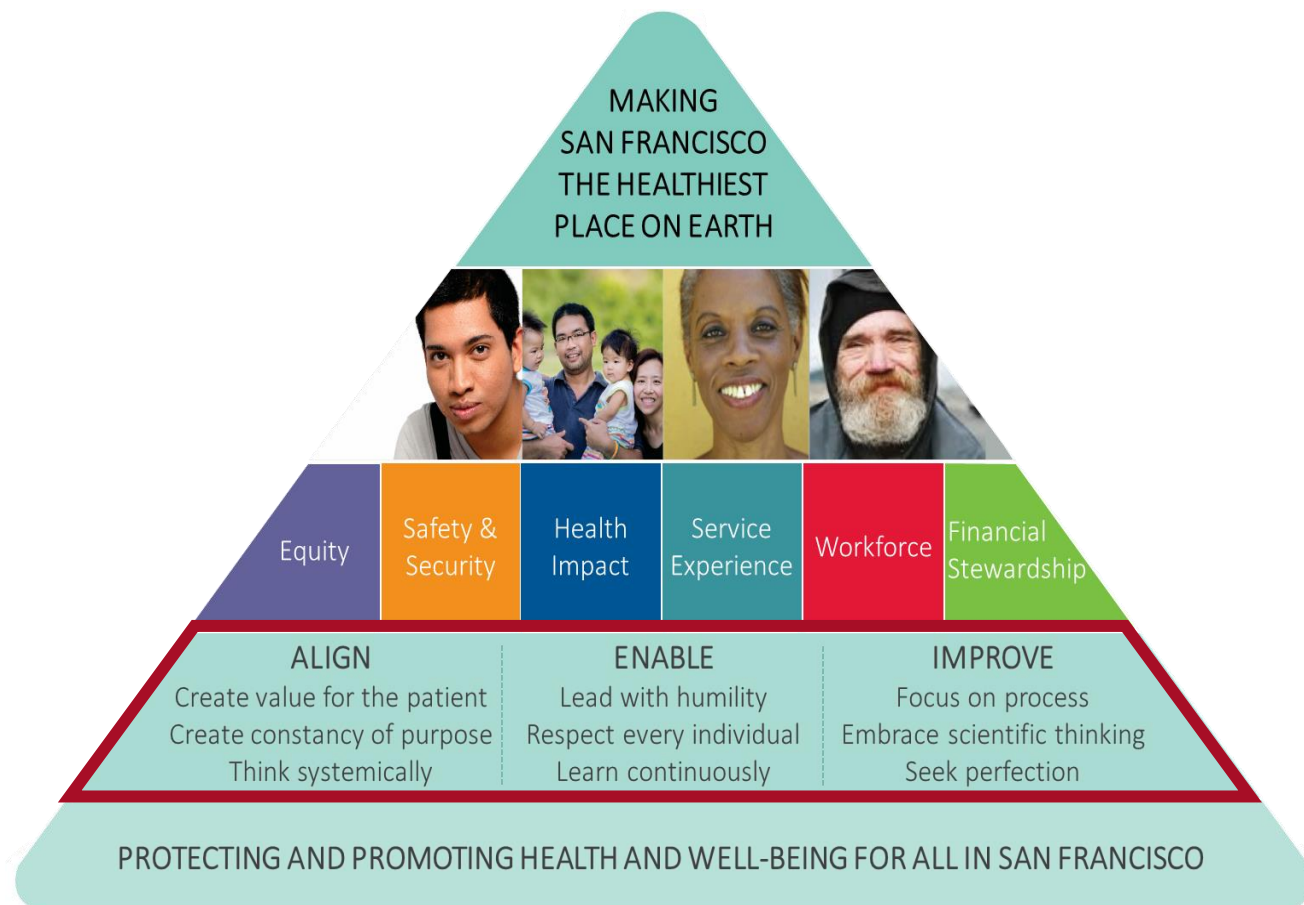
Kaizen Promotion Office (KPO)



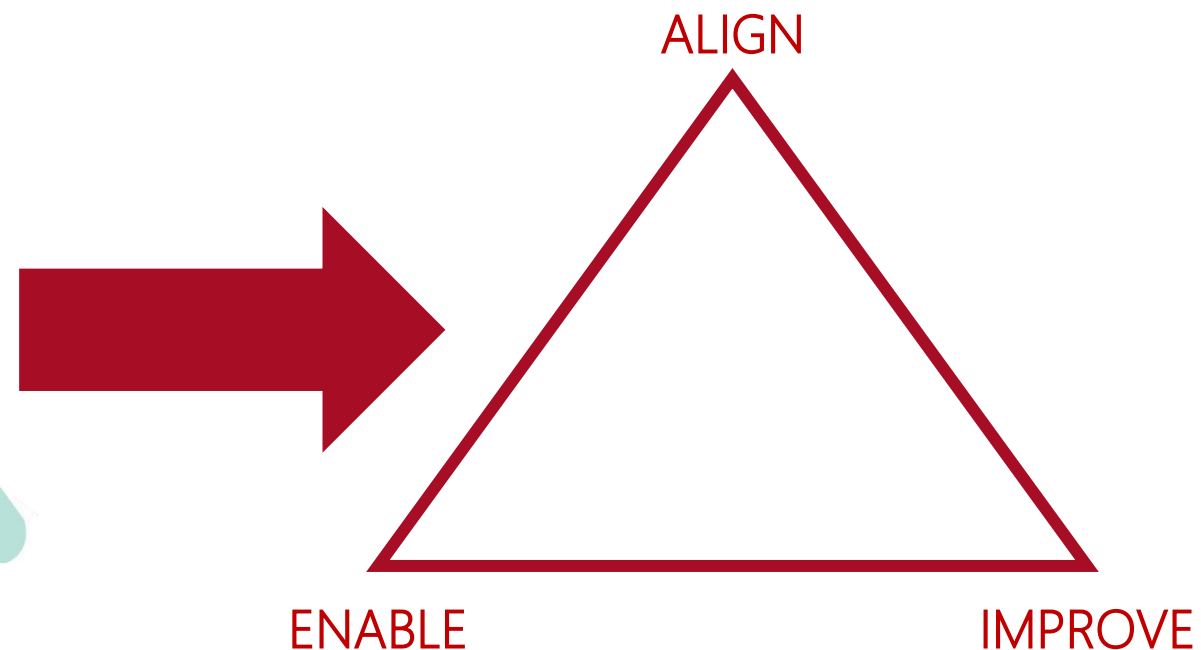
True North



True North



Dimensions of Principles

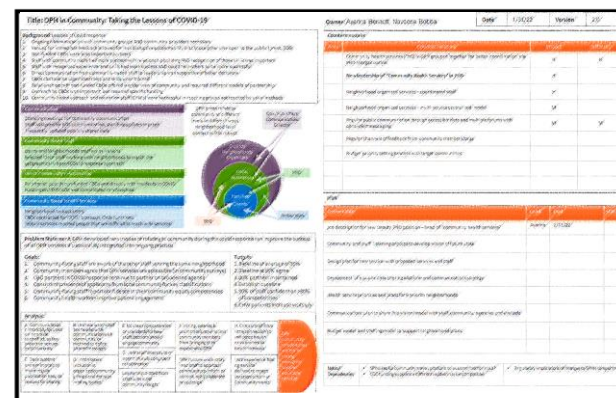


DPH Strategic Deployment (Hoshin Kanri) – 11/3/21

DPH Strategic Deployment (Hoshin Kanri) – 11/3/21

- 
- SF Dept of Public Health
Kaizen Promotion Office

ACHIEVE HEALTH EQUITY THROUGH A COMMUNITY HEALTH MODEL

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ALIGN: Strategic Planning

- Create Value for the People We Serve
- Create Constancy of Purpose
- Think Systemically

SFHN Strategic Deployment
(Hoshin Kanri) – 3/23/22; 5/4/22)

Key Strategic 3-5 Year Goals



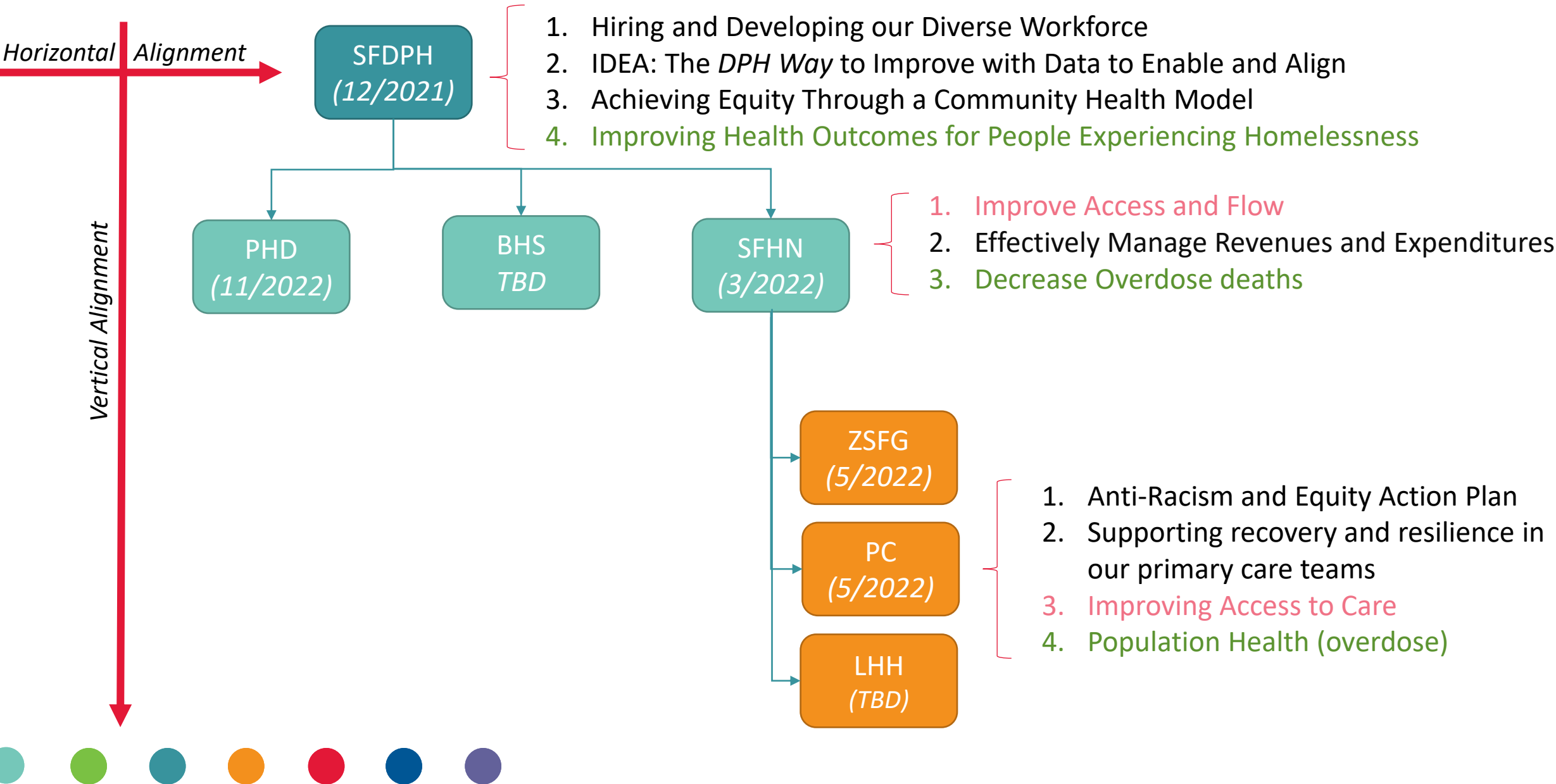
**IMPROVE
ACCESS & FLOW**

**DECREASE
OVERDOSE DEATHS**

**EFFECTIVELY MANAGE
REVENUES &
EXPENDITURES**



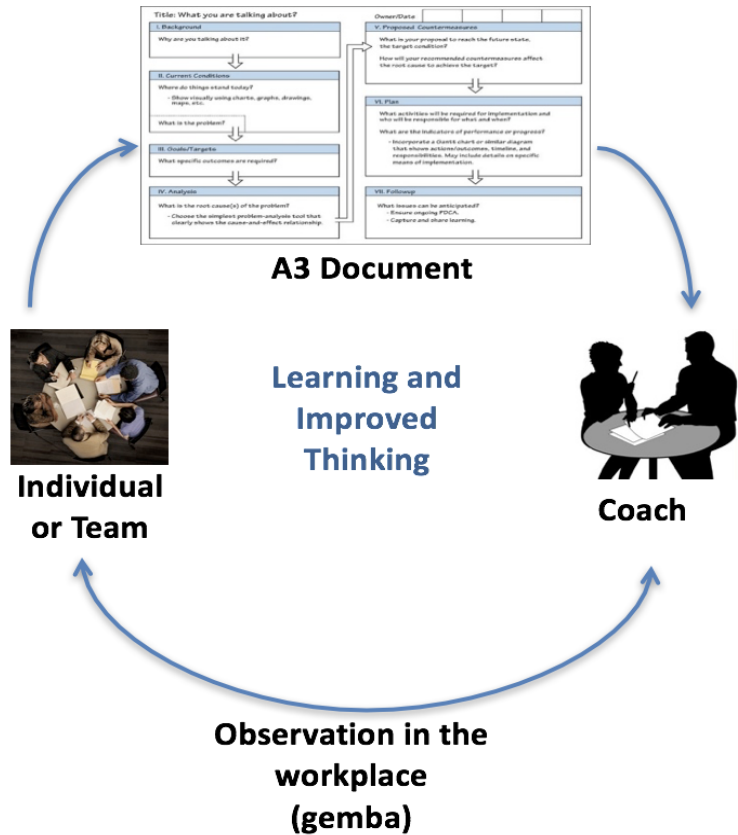
ALIGN: Strategic Planning



IMPROVE

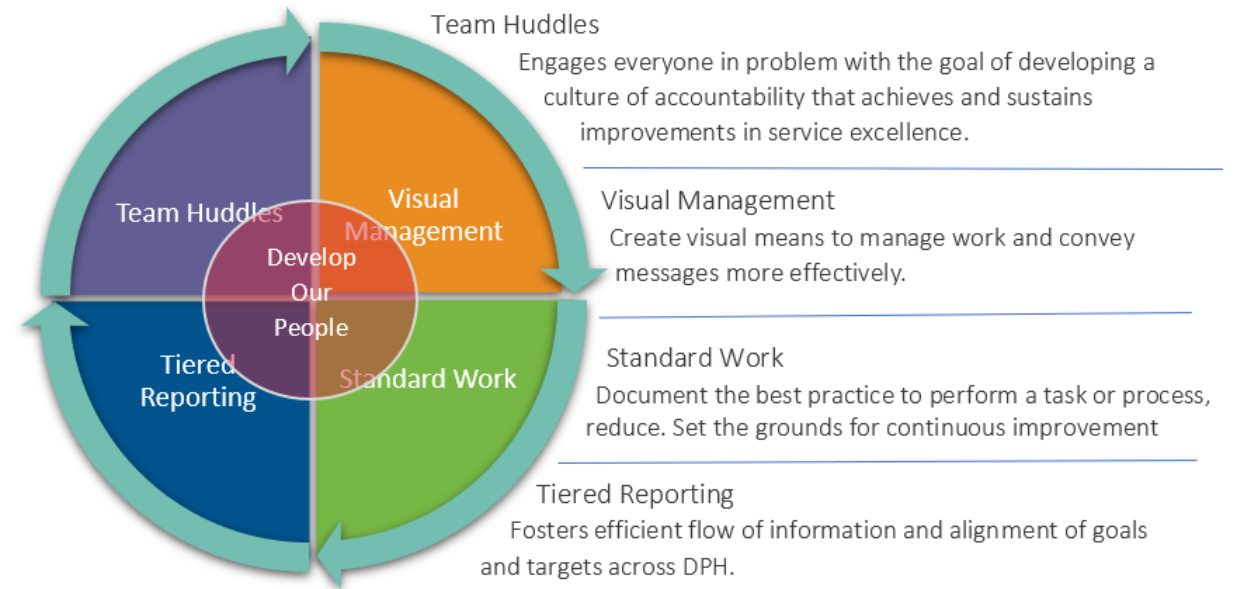
- Focus on the Process
- Embrace Scientific Thinking
- Seek Perfection

Problem Solving



Daily Management System

Core Components of a Daily Management System



IMPROVE – Look Back

- Focus on the Process
- Embrace Scientific Thinking
- Seek Perfection

HR Onboarding Workshop

Problem Solving



COVID Disease Response Unit (CDRU)

Visual Management

Active Issues Log

Problem	Potential Solutions	Who	By When	Status

	1	2	3	4	5
Team A	3	3	4	4	3
	7	4	1	1	2
	10	7	5	5	5
Team B	6	6	6	6	6
	2	2	2	3	3
	5	5	8	8	13
	7	7	10	11	16
Team C	0	0	0	0	0
	2	2	2	3	3
	14	17	18	18	17
	16	19	20	21	20

Trended Data



What updates to policies or definitions do we need to be aware of that will impact our work?	
Key updates from leadership, e.g. Hospital system and I&Q capacity	
Review key testing events for next 10 days	
Review service lines and triage support needs	
For Outbreak Response Teams:	For Clinical Consult:
<ul style="list-style-type: none">• What is your team's surge level?• How many outbreaks and watchlists do you currently have?• What new outbreaks do you have since yesterday?• What staffing gaps do you expect today or tomorrow?• What support do you need today?	<ul style="list-style-type: none">• How many service requests did Clinical Consult receive?• What staffing gaps do you expect today or tomorrow?• What support do you need today?
Review of active issues	
Rotate: Who are you developing today? What standard work are you working on?	

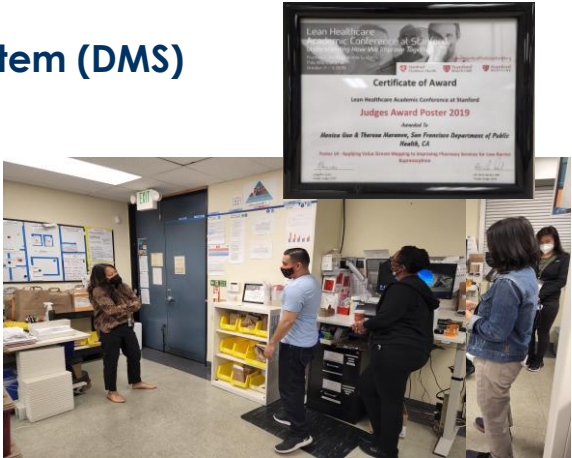
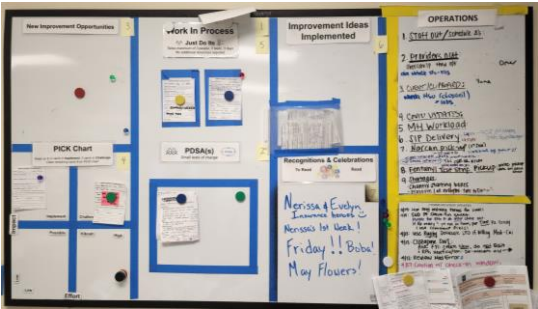


IMPROVE – Look Back

- Focus on the Process
- Embrace Scientific Thinking
- Seek Perfection

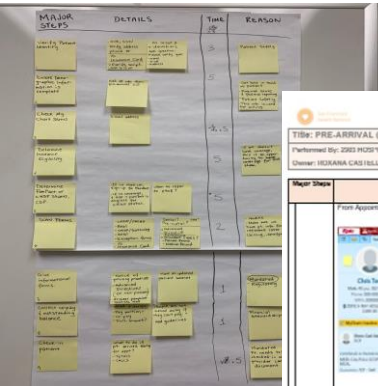
BHS Pharmacy Daily Management System (DMS)

Daily Huddles



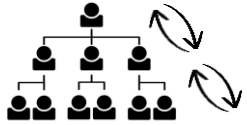
PC Access Workgroup: Schegistration

Standard Work



Improve: KPO during COVID

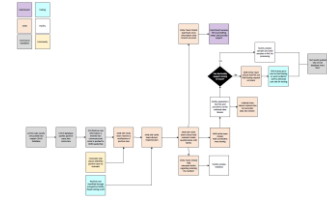
APPROACH



Tiered reporting, daily huddles, status sheets



PDSAs on workflows & processes



Role definitions, swimlanes, process mapping



Data for improvement, visual management



A3 thinking, problem solving, root cause analysis



Standard work development, process observations

LEARNINGS

- ICS provides framework (**what**)
- Lean provides approach (**how**)
- Balance the ICS culture with front line staff learnings
- Urgency created an immediate need for tools
- Use of **tools** helped created understanding of applications
- **Tools and management system** are needed to drive improvement

IMPACT

- High vaccination rates
- Overall low death rates
- Community engagement
- Guidance, health advisories, FAQ
- Health orders/directives

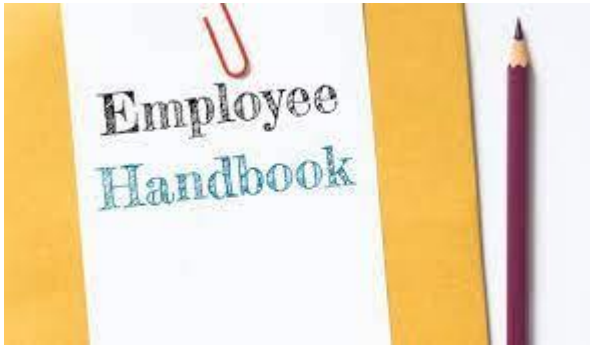
Vaccines | **Information & Guidance** | **CDRU/Schools** | **Community**



ENABLE – Look Back

- Lead with humility
- Respect Every Individual
- Learn continuously

New Employee Orientation → A3 Problem Solving → Leadership Development → Lean Certification



*Joint endeavor with HR:
monthly interactive orientation
and introduction on Lean basics
for new staff*



A3 Workshops
BHS cohort



Humble Inquiry:
*The gentle art of asking
rather than telling*

- *Leaders as coaches*
- *Leaders developing others*
- *Asking in humility*



Cohort 6: Lean Certification

- *11/2019- 2/2022 incomplete*
- *8 sessions + leading workshops*



ENABLE – Look Forward

DRAFT

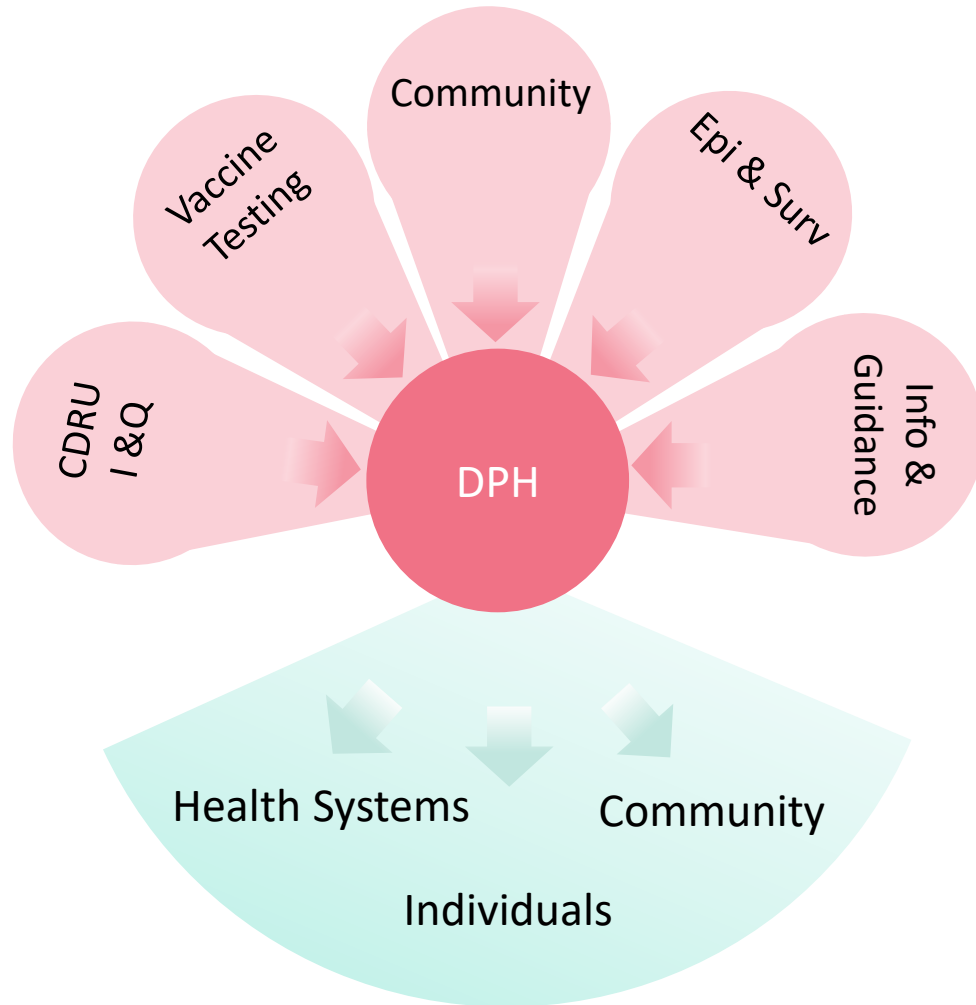
	Orientation	Lean Certification			
Role	Orientation	Lean Foundations & Problem Solving	Leadership Development	Internal KPO Capabilities	
All Staff					
New & Current Employee	1 (Intro to Lean)	2 (PDSA, SW & Data for Imp.)			
Managers					
Front-Line Managers	1 (Intro to Lean)	2 (PDSA, SW & Data for Imp.)	3 (A3 Workshop & Humble Inquiry)	4 (DMS)	
Mid-Level Managers					
Executives					
Directors/ Executives	1 (Intro to Lean)	2 (Intro to DPH Way, Strategy Deployment, PDSA & SW)	3 (A3 Workshop & Humble Inquiry)	4 (DMS)	5 (TBD)
<div><div><div>Lean</div><div><ul style="list-style-type: none">Coaching & Humble InquiryWorkshop Facilitation3P (Production, Preparedness, Process)Strategy Deployment FacilitationDaily Management System Design & Implementation</div></div><div><div>Supporting</div><div><ul style="list-style-type: none">Project ManagementData Driven OrganizationDesign Thinking</div></div></div>					



IMPROVE – Look Forward

1.

COVID Task Force Transition into DPH



2.

BHS Access to Adults Outpatient Behavioral Health Clinic

Provide timely access to care for adults with behavioral health needs by improving flow and capacity in the system

3.



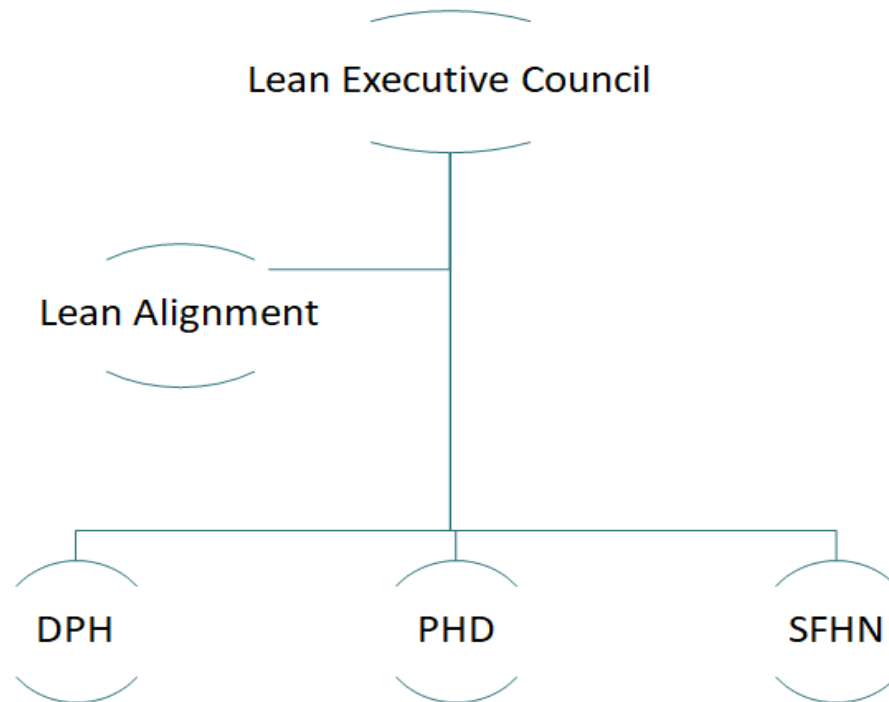
Laguna Honda Hospital

Recertify in the CMS Medicare Provider Participation Program



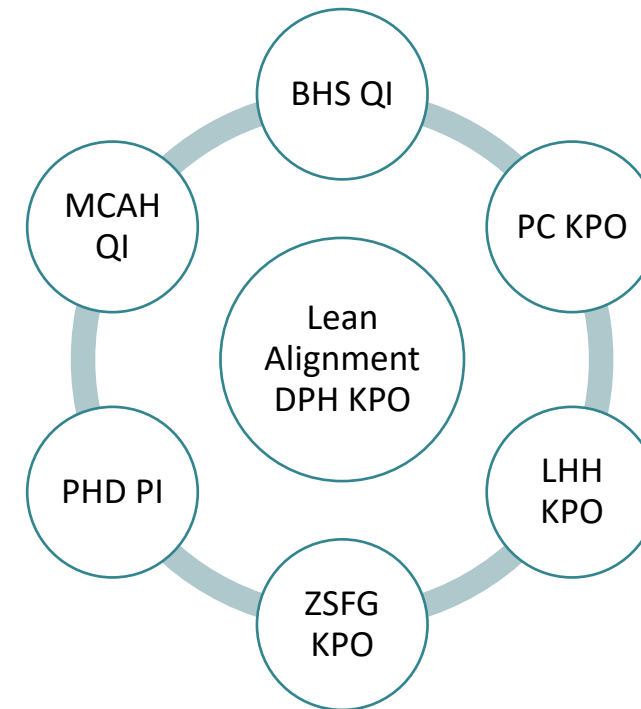
ALIGN – Look Forward

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Lean Executive Council

STRATEGIC



KPO/PI Network and Lean Alignment

OPERATIONAL



The journey of a thousand miles begins with a single step.

- Confucius

Thank you!

